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NFAC NOTICE
No. 51-8NFAC N 51-8
31 March 1980

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PROCEDURES FOR INTERAGENCY INTELLIGENCE PRODUCTION

Interagency papers may be produced: on request of a senior policy officer; on schedule, as set forth in DD/NFA's semiannual production program; or, on suggestion by an NIO (or other senior intelligence officer). Papers requested for policy purposes will usually end up in the "fast track" outlined below. Production by the National Intelligence Council will follow these steps:

Initiation
(Stage 1)

- C/NIC in consultation with appropriate NIO(s)
 - approves (or seeks DCI/DD/NFA approval if necessary)
 - decides on deadline, including whether fast-track or normal-track procedures apply
 - decides whether to do an NIE, SNIE, or IIM*
 - notifies DCI and DD/NFA of project
 - if not obvious, designates principal NIO. For projects falling outside any NIO account, or cutting across several, this will often be an NIO-at-Large. The principal NIO, his assistant or the alternate principal (see below) will be the project chairman.
 - designates ad hoc review panel of no more than five NIOs, typically: responsible NIO, NIO-at-Large as his alternate, perhaps one additional NIO-at-Large, one or two NIOs in related fields. (C/NIC and AC/NIC participate on occasion.) Members of the Panel will meet to review the concept/TOR and first drafts.

*This art form may well be changed as the project develops. In some cases the decision may be to do an NFAC paper and defer decision on whether to go interagency. There are also lesser art forms, such as joint INR-NFAC or DIA-NFAC memoranda.

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They may also provide comments to the responsible NIO, on subsequent drafts and participate in coordination meetings. The alternate principal will review all drafts and should attend all meetings to enable him and the Assistant NIO to keep the project moving if the NIO becomes otherwise engaged. There will be no formal approval by the Panel, however, and its activities will be integrated with the other steps in preparing the paper rather than constituting a separate stage in these proceedings.* C/NIC will resolve any major differences. For fast-track papers, C/NIC may reduce in scope or eliminate panel participation.

Fast Track

Most SNIEs, some IIMs

Normal Track

NIEs, some IIMs, a few SNIEs

Definition
(Stage 2)

- | | |
|--|--|
| <p>-- NIO provides concept paper and TORs; secures approval of AC/NIC for selection of drafter(s)**; arranges contributions; coordinates above ("project plan") with Community by LDX/phone/meeting.</p> | <p>-- NIO consults policy officers and Community, holding meetings as necessary; secures approval of AC/NIC for selection of principal drafter(s).**</p> |
| <p>-- C/NIC approves project plan; apprises DCI and DD/NFA and invites their suggestions.</p> | <p>-- NIO and drafter(s) prepare concept paper and TORs; C/NIC approves.</p> |
| | <p>-- NIO arranges for concept paper and TORs to be reviewed by panel, and by consultants if appropriate; convenes Community and policy officers to review; coordinates and arranges for contributions, etc.</p> |

*In addition, any other NIO may comment if he wishes.

**Drafters will be regularly drawn from the Analytic Group, but in some instances from NFAC or other Community agencies. While maximum use will be made of the Analytic Group, the principle will be to use the best available analysts for the job. For major Soviet military estimates, current drafting procedures will be followed.

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- C/NIC approves project plan, notifies DD/NFA and DCI or seeks their approval if appropriate (always for NIEs).

Preparation

(Stage 3)

- Drafter(s) work(s) under joint direction of NIO and AC/NIC.
- C/NIC approves distribution to reps,* simultaneously forwards to DCI and DD/NFA for approval if paper is an SNIE or if they have a special interest.
- Drafter(s) work(s) under joint direction of NIO and AC/NIC.
- NIO and Panel review draft.
- Consultants review draft at appropriate.
- Drafter(s) prepare(s) new draft.
- C/NIC approves distribution to reps,* forwards to DCI and DD/NFA for comment if paper is NIE or if they have a special interest.

Coordination

(Stage 4)

- NIO coordinates by LDX/ phone if possible, or convenes reps; drafter prepares final draft.
- If paper is an IIM, on completion of reps coordination, C/NIC recommends approval to DD/NFA. DD/NFA consults with DCI when appropriate.
- If SNIE, C/NIC approves distribution to NFIB principals and reps seek approval by their principals; NIO coordinates by phone unless NFIB meeting is essential.
- NIO convenes reps, drafter(s) incorporate(s) results of meeting in new draft.
- If paper is an IIM, on completion of reps coordination, C/NIC recommends approval to DD/NFA. DD/NFA consults with DCI when appropriate.
- If paper is an NIE, C/NIC recommends to DD/NFA and DCI that paper be released to NFIB principals. DCI approves release.

*For certain papers C/NIC may seek DCI or DD/NFA approval before distribution to reps.

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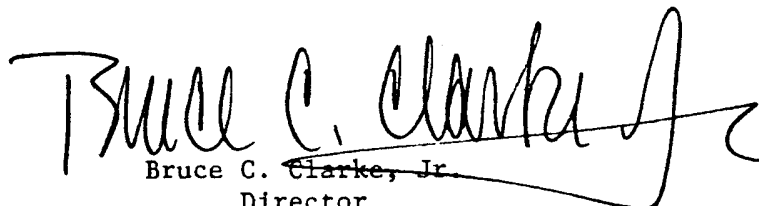
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| -- C/NIC recommends approval to DD/NFA and DCI. | -- NIO presents draft to NFIB meeting. |
| -- DCI approves publication. | -- DCI approves publication after NFIB consultation. |

Notes:

1. Review by the SRP is normally required only of TORs and first drafts of "normal Track" papers. However, DD/NFA or C/NIC may direct or the NIO may request SRP review of "Fast Track" and "Normal Track" papers at any stage. The SRP will be provided with copies of all drafts from the concept paper/TOR phase to the final draft, and may comment to C/NIC and the responsible NIO during other stages of production when the Panel feels that such action is warranted. The foregoing applies primarily to the so-called "Normal Track." For the "Fast Track," SRP participation will be governed by the time-urgency of the matter and the desires of the C/NIC and responsible NIO.

2. These procedures can be modified when particular circumstances require.

3. In the absence of C/NIC, AC/NIC acts in his stead.


Bruce C. Clarke, Jr.
Director
National Foreign Assessment Center

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are classified CONFIDENTIAL

Distribution "A" (1-6)

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THE DIRECTOR OF CENTRAL INTELLIGENCE

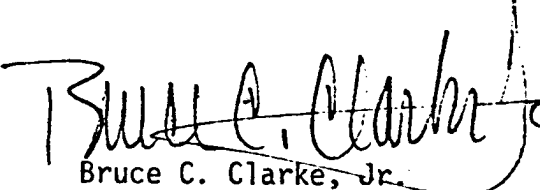
WASHINGTON, D.C. 20505

Deputy Director for National Foreign Assessment

MEMORANDUM FOR: National Foreign Intelligence Board

SUBJECT : Interagency Intelligence Production

It is evident that, with changes in personnel and the passage of time, there is no longer a clear understanding in the Community of what distinguishes an NIE, an SNIE, or an IIM, and of the purpose of each. This is reflected in the tendency to treat a disproportionate number of important topics in IIMs rather than NIEs. In an effort to clarify these matters, we have developed the attached guidelines for your consideration. Please give me any suggestions or comments by 1 April.


Bruce C. Clarke, Jr.

Attachment

This memo can be downgraded
to UNCLASSIFIED when separated
from attachment

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March 14, 1980

FORMS OF INTERAGENCY INTELLIGENCE PRODUCTION

1. Interagency intelligence production is conducted under the aegis of the National Intelligence Council. There are four standard forms for such production.

- a. National Intelligence Estimate. The NIE addresses a foreign situation of highest policy concern to the United States. The exposition is normally structured in a way that will illuminate policy issues and, when appropriate, policy choices available to the US. An NIE goes beyond the consideration of factual evidence to estimate on likely outcomes. It displays any significant differences in estimative judgments, along with the rationale underlying each position. It is issued by the DCI with the advice of NFIB.
- b. Special National Intelligence Estimate. The SNIE shares the attributes of the NIE but addresses an urgent and specific problem. It usually stems from a request by policymakers. It is shorter and is prepared and coordinated more quickly than an NIE. It is issued by the DCI with the advice of NFIB.
- c. Interagency Intelligence Memorandum. The IIM is an assessment of a foreign situation of high policy concern to the US. The IIM often presents a considerable amount of evidential or methodological detail and may or may not present estimates about the future. It is the appropriate interagency vehicle on occasions when the paramount intelligence task is the reaching of factual determinations. The IIM is issued by the DD/NFA, is coordinated at at least the working level in the Intelligence Community; on occasion it may be referred to NFIB and issued by the DCI.

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d. Alert Memorandum. The AM is a brief assessment of a current development threatening US interests. It addresses the possible trend of events, the resulting implications for US interests, and relevant intelligence collection actions. It is the shortest and most time-urgent of the types of interagency intelligence production, and the degree of coordination within the Intelligence Community varies according to time available.

2. The attached chart identifies, for comparative purposes, salient characteristics of these forms of interagency production. Each interagency project is distinctive. The decision whether it should result in NIE, SNIE, or IIM rests on a judicious weighing of these characteristics.

3. The Memorandum to Holders is a device used:

- to reaffirm the findings of an existing paper after the passage of time or after significant changes in the situation.
- to update an existing paper that does not require extensive reexamination.
- to consider new questions or materials in conjunction with an existing, valid paper.

Memoranda to Holders are prepared to the same standards and by the same procedures as their parent papers.

Attachment

All portions of this memo including the attachment are classified CONFIDENTIAL

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	Importance of Subject	Relation to Policy Concerns	Projects Forward?	Preferred Length	Detailed Factual Treatment	Time to Prepare	Method of Coordination
NIE	Highest	Direct, Broad, Basic	Yes - year or several years	10-20 Pages w/annexes if necessary	Primarily in Annexes	Weeks to Months	NFIB principals
SNIE	Highest	Direct, Focused, Time-Urgent	Yes - weeks or months	5-8 pages	Limited; No Annexes	Days to weeks	NFIB principals (through reps)
IIM	High	Indirect	Maybe - no set limit	Indefinite	In text or annexes as appropriate	Weeks to months	Working level
AM	Highest	Direct	Yes - Days to Weeks	1-2 pages	No	Hours to Days	Working Level

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